

# BAKER DONELSON

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HOWARD L. SOLLINS, SHAREHOLDER  
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July 24, 2017

VIA ELECTRONIC MAIL AND FEDERAL EXPRESS

Kevin McDonald  
Chief, Certificate of Need  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

RE: **P-B Home Health  
Docket No. 16-16-2389  
Baltimore City Hospice CON Application Modification**

Dear Mr. McDonald:

Our firm is representing P-B Health Home Health Care Agency, Inc. ("P-B Health"), an applicant in the comparative review to initiate hospice services in Baltimore City. We wish to provide this CON application modification pursuant to COMAR 10.24.01.08E(2). The application is being modified in several respects as follows:

1. We are attaching a revised project budget. See Exhibit 1. The project budget includes additional costs to be taken into account to respond to the comments of other applicants, and the involvement of our firm and further involvement of the consultant on the project.
2. The staffing tables and operating projections, Tables 2b, 4 and 5 have been updated. See Exhibit 2. This takes into account a closer review of information gathered by P-B Health and discussed by the project team with respect to average length of stay, visits, staffing and related information.
3. We are also providing revised financial information. Exhibit 3 includes financial statements for fiscal years 2014, 2015 and 2016. The 2016 financial statement shows a relatively small loss. However, the 2015 financial statement, as reviewed more

closely and revised by the accountants, documents that 2015 was a profitable year for P-B Health.

4. In documenting the financial strength of P-B Health as a 30-year provider of home health care services, we are providing a letter of interest from M&T Bank expressing interest in providing short term financing to P-B Health. In addition, we are providing information from a company, Englare, Inc. which is willing to extend accounts receivable financing as well up to \$500,000. See Exhibit 4.

5. In further support of the financial bona fides of P-B Health, Exhibit 5 contains a letter from the real estate firm of Ted Payton Realty identifying Bailey & Associates as the real estate entity, with the same owners as P-B Health, which owns the property in which P-B Health operates. That property has substantial value and there is significant equity of \$421,299.86 in the property. This further demonstrates the financial strength of the applicant and the owners who are committed to the project and the use of this equity as appropriate.

6. Attached are letters of support for the P-B Health CON application. These include (a) a letter from Senator Shirley Nathan-Pulliam, speaking from her background as a nurse and legislator urging approval of the CON application, (b) a letter from Mr. Ray Moseley, community member, (c) a letter from Ms. Sally Staehle, community member, (d) a letter from Lenox S. Dingle, Jr., M.D., a former President of the Monumental City Medical Society, who offered his strong endorsement based on his longstanding contact with P-B Health, and (e) a letter of support from Dr. Elizabeth Johnson, a Doctor of Social Work, attorney and community leader.<sup>1</sup> Exhibit 6.

7. Finally, for the avoidance of doubt, since this was a subject of discussion in the Prince George's County CON review for hospice services, P-B Health further represents that it:

- (a) Will accept patients with communicable diseases.
- (b) Will not require patients to have advance directives and will assist patients who wish to have them.

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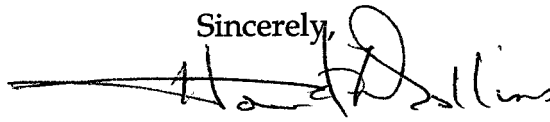
<sup>1</sup> This is an introductory video explaining the history and focus of the Monumental City Medical Society as the oldest association of African American health care professionals serving Baltimore City. [www.youtube.com/watch?v=U3GKYeVci8Y](http://www.youtube.com/watch?v=U3GKYeVci8Y)

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- (c) Will not require patients to authorize DNR (Do Not Resuscitate) orders.
- (d) It is contracting with Seasons Hospice to provide support for home hospice patients in need of respite care.
- (e) It has reached out to pharmacies experienced in working with hospice providers for hospice pharmacy services.

P-B Health is a financially viable, capable provider of home based services. P-B Health is not seeking to block any other application, and can be an effective addition to the health care delivery system. The expansion of services into hospice care in Baltimore City is an appropriate and logical extension of its capabilities, meeting the need that the State Health Plan identifies for hospice services in the jurisdiction.

Sincerely,

A handwritten signature in black ink, appearing to read "Howard L. Sollins", with a long horizontal line extending to the left.

Howard L. Sollins

HLS/tjr  
Enclosures

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**Certificate of Service**

I HEREBY CERTIFY on this 24th day of July, 2017 a copy of the P-B Health Home Agency, Inc.'s CON Application Modification was sent via Electronic Mail and Federal Express to:

Kevin McDonald, Chief  
Certificate of Need Division  
Maryland Health Care Commission  
4160 Paterson Avenue  
Baltimore, Maryland 21215  
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Health Commissioner  
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1001 E. Fayette Street  
Baltimore, MD 21202  
[health.commissioner@baltimorecity.gov](mailto:health.commissioner@baltimorecity.gov)



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Howard L. Sollins

## **EXHIBIT LIST**

1. Revised Project Budget
2. Revised Application Tables
3. Updated P-B Health Financials 2014-2016
4. Letters From Lenders
5. Independent Realtor Letter re: Market Value of P-B Health Property
6. Letters of Support
7. Affirmations

# **EXHIBIT 1**

## TABLE 1: PROJECT BUDGET

### P-B HEALTH'S RESPONSE:

**INSTRUCTIONS:** All estimates for 1.a.-d., 2.a.-j., and 3 are for current costs as of the date of application submission and should include the costs for all intended construction and renovations to be undertaken. (DO NOT CHANGE THIS FORM OR ITS LINE ITEMS. IF ADDITIONAL DETAIL OR CLARIFICATION IS NEEDED, ATTACH ADDITIONAL SHEET.)

#### A. Use of Funds

##### 1. Capital Costs (if applicable):

a.	<u>New Construction (N/A)</u>	\$ _____
(1)	Building	_____
(2)	Fixed Equipment (not included in construction)	_____
(3)	Land Purchase	_____
(4)	Site Preparation	_____
(5)	Architect/Engineering Fees	_____
(6)	Permits, (Building, Utilities, Etc)	_____

**SUBTOTAL** \$ \_\_\_\_\_

b.	<u>Renovations (N/A)</u>	
(1)	Building	\$ _____
(2)	Fixed Equipment (not included in construction)	_____
(3)	Architect/Engineering Fees	_____
(4)	Permits, (Building, Utilities, Etc.)	_____

**SUBTOTAL** \$ \_\_\_\_\_

c.	<u>Other Capital Costs (N/A)</u>	
(1)	Major Movable Equipment	_____
(2)	Minor Movable Equipment	_____
(3)	Contingencies	\$10,000
(4)	Other (Specify)	_____
<b>TOTAL CURRENT CAPITAL COSTS (a - c)</b>		\$10,000

d.	<u>Non Current Capital Cost (N/A)</u>	
(1)	Interest (Gross)	\$ _____
(2)	Inflation (state all assumptions, Including time period and rate)	\$ _____
<b>TOTAL PROPOSED CAPITAL COSTS (a - d)</b>		\$10,000

##### 2. Financing Cost and Other Cash Requirements:

a.	Loan Placement Fees	\$ <u>0</u>
b.	Bond Discount	<u>0</u>
c.	Legal Fees (CON Related)	<u>12,500.00</u>

e.	Printing (in house)	<u>0</u>
f.	Consultant Fees	
	CON Application Assistance	<u>5,000.00</u>
	Other (Specify)	<u>0</u>
g.	Liquidation of Existing Debt	<u>0</u>
h.	Debt Service Reserve Fund	<u>0</u>
i.	Principal Amortization	
	Reserve Fund	<u>0</u>
j.	Other (Specify)	<u>0</u>

**TOTAL (a - j)** \$27,500

3.	<u>Working Capital Startup Costs</u>	<u>\$30,000</u>	
	<b>TOTAL USES OF FUNDS (1 - 3)</b>		<u>\$57,500</u>

**B. Sources of Funds for Project:**

1.	Cash	<u>\$57,500</u>
2.	Pledges: Gross _____,	
	less allowance for	
	uncollectables _____	
	= Net	<u>0</u>
3.	Gifts, bequests	<u>0</u>
4.	Interest income (gross)	<u>0</u>
5.	Authorized Bonds	<u>0</u>
6.	Mortgage	<u>0</u>
7.	Working capital loans (From Owner)	<u>0</u>
8.	Grants or Appropriation	
	(a) Federal	<u>0</u>
	(b) State	<u>0</u>
	(c) Local	<u>0</u>
9.	Other (Specify)	<u>0</u>

**TOTAL SOURCES OF FUNDS (1-9)** \$ 57,500

**Lease Costs:**

a. Land	\$ _____	x _____	= \$ <u>0</u>
b. Building	\$ _____	x _____	= \$ <u>0</u>
c. Major Movable Equipment	\$ _____	x _____	= \$ <u>0</u>
d. Minor Movable Equipment	\$ _____	x _____	= \$ <u>0</u>
e. Other (Specify) (Software)	\$ _____	x _____	= \$ <u>0</u>



# **EXHIBIT 2**

**TABLE 2B: STATISTICAL PROJECTIONS – PROPOSED PROJECT**

**P-B HEALTH'S RESPONSE:**

<b>CY or FY (circle)</b>	<b>Projected years – ending with first year at full utilization</b>			
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Admissions	75	113	169	253
Deaths	60	102	153	227
Non-death discharges	6	9	14	20
Patients served	75	122	180	266
Patient days	3,900	6,344	9,360	13,832
Average length of stay	52	52	52	52
Average daily hospice census	11	18	26	38
<b>Visits by discipline</b>				
Skilled nursing	1,072	1,745	2,574	3,804
Social work	255	415	612	905
Hospice aides	920	1,496	2,207	3,262
Physicians – paid	153	249	368	543
Physicians – volunteer	-	-	-	-
Chaplain	204	332	490	724
Other clinical	51	83	123	181
<b>Licensed beds</b>				
Number of licensed GIP beds	0	0	0	0
Number of licensed Hospice House beds	0	0	0	0
<b>Occupancy %</b>	0	0	0	0
GIP(inpatient unit)	0	0	0	0
Hospice House	0	0	0	0

**TABLE 4: REVENUES AND EXPENSES - PROPOSED PROJECT**

**P-B HEALTH'S RESPONSE:**

**(INSTRUCTIONS: Each applicant should complete this table for the proposed project only)**

	<b>Projected Years (ending with first full year at full utilization)</b>			
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>CY or FY (Circle)</b>				
<b>1. Revenue</b>				
a. Inpatient services ( <b>Respite</b> )	95,538	155,409	229,291	338,841
b. Hospice House services	0	0	0	0
c. Home care services	859,845	1,398,681	2,063,628	3,049,584
d. Gross Patient Service Revenue	955,383	1,554,090	2,292,919	3,388,425
e. Allowance for Bad Debt	(7,050)	(11,468)	(16,920)	(25,004)
f. Contractual Allowance	(75,000)	(122,000)	(180,000)	(266,000)
g. Charity Care	(28,350)	(46,116)	(68,040)	(100,547)
h. Net Patient Services Revenue	844,983	1,374,506	2,027,959	2,996,874
i. Other Operating Revenues (Specify)	0	0	0	0
j. Net Operating Revenue	844,983	1,374,506	2,027,959	2,996,874
<b>2. Expenses</b>				
a. Salaries, Wages, and Professional Fees, (including fringe benefits)	332,976	541,641	799,143	1,180,955
b. Contractual Services	80,140	130,362	192,336	284,232
c. Interest on Current Debt	0	0	0	0
d. Interest on Project Debt	22,500	36,600	54,000	79,800
e. Current Depreciation	0	0	0	0
f. Project Depreciation	0	0	0	0
g. Current Amortization	0	0	0	0
h. Project Amortization	6,750	10,980	16,200	23,940
i. Supplies	22,500	36,600	54,000	79,800
j. Other Expenses (Specify) <b>rent, comm.,ins., and taxes</b>	33,750	54,900	81,000	119,700
k. Total Operating Expenses	498,616	811,083	1,196,679	1,768,427
<b>3. Income</b>				

a. Income from Operation	346,367	563,423	831,280	1,228,447
b. Non-Operating Income	0	0	0	0
c. Subtotal	346,367	563,423	831,280	1,228,447
d. Income Taxes	(86,591)	(157,758)	(315,885)	(516,947)
e. Net Income (Loss)	259,776	405,665	515,395	711,500

Table 4 Cont.	Projected Years (ending with first full year at full utilization)			
CY or FY (Circle)	2018__	2019__	2020__	2021
<b>4. Patient Mix</b>				
<b>A. As Percent of Total Revenue</b>				
1. Medicare	70%	73%	75%	76%
2. Medicaid	10%	10%	12%	12%
3. Blue Cross	5%	4%	4%	3%
4. Other Commercial Insurance	13%	11%	7%	7%
6. Other (Specify)	2%	2%	2%	2%
7. TOTAL	100%	100%	100%	100%
<b>B. As Percent of Patient Days/Visits/Procedures (as applicable)</b>				
1. Medicare	60%	62%	64%	65%
2. Medicaid	18%	18%	20%	20%
3. Blue Cross	5%	4%	4%	3%
4. Other Commercial Insurance	14%	13%	9%	9%
5. Self-Pay	3%	3%	3%	3%
6. Other (Specify)	0	0	0	0
7. TOTAL	100%	100%	100%	100%

**TABLE 5. MANPOWER INFORMATION (CY 2021)**

**INSTRUCTIONS:** List by service the staffing changes (specifying additions and/or deletions and distinguishing between employee and contractual services) required by this project. FTE data shall be calculated as 2,080 paid hours per year. Indicate the factor to be used in converting paid hours to worked hours.

**Based on CY 2021 Budget in Table 4**

Position Title	Current No. FTEs	Change in FTEs (+/-)	Average Salary	Employee/ Contractual	TOTAL COST
<b>Administration</b>					
Administration	.2	3.8	45,000	Employees	180,000
<b>Direct Care</b>					
Nursing	0	6	60,000	Employees	360,000
Social work/services	0	2	50,000	Employees	100,000
Hospice aides	0	5	30,000	Employees	150,000
Physicians-paid	0	.5	300,000	Contractual	150,000
Physicians-volunteer	0	0	0	Contractual	
Chaplains	0	.5	45,000	Contractual	22,500
Bereavement staff	0	2	45,000	Employees	90,000
Other clinical	0	1.5	0	Both E/C	132,955/36,532
<b>Support</b>					
Other support	0	.4	188,000	Contractual	75,200
				Benefits*	168,000
				TOTAL	1,465,187

\* Indicate method of calculating benefits cost

Based on projected Home Health payroll for staff as listed above using Quickbooks. Benefits represent An additional 14% added cost. (All employee's payroll taxes plus PTO and Health Benefits)

1. Other Clinical represents Therapy Services. The Therapies are Physical, Occupational, And Speech Therapy. Speech Therapy is provided by a non-employee or contractor. The Therapy services provided by employees is costed at \$132,955 and the Therapy service by the Contractor is \$36,532. The total cost associated with employees and contractors is \$1,465,187 Where \$1,012,955 is salary and \$168,000 is benefits. The Total cost associated with Contractors Is \$284,232.

# **EXHIBIT 3**

P-B Health Home Care Agency, Inc.

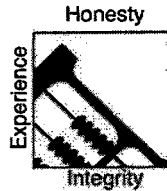
**Financial Statements and Independent Accountants' Compilation Report**

**For the year ended December 31, 2014**

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# **MOSES ALADE & Associates**

## **CERTIFIED PUBLIC ACCOUNTANTS**

### **INDEPENDENT ACCOUNTANTS' COMPILATION REPORT**

To Management  
P-B Health Home Care Agency, Inc.  
Baltimore, MD

Management is responsible for the accompanying financial statements of P-B Health Home Care Agency, Inc. (a corporation), which comprise the balance sheet as of December 31, 2014, and the related statements of income, changes in stockholders equity, and cash flows for the year then ended in accordance with principles generally accepted in the United States of America. We have performed compilation engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance of these financial statements.

Management has elected to omit substantially all of the disclosures ordinarily included in financial statements prepared in accordance with the accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Company's assets, liabilities, equity, revenue, and expenses. Accordingly, the financial statements are not designed for those who are not informed about such matters.

*Moses Alade & Associates*

Moses Alade & Associates

July 6, 2017

P-B HEALTH HOME CARE AGENCY, INC  
BALANCE SHEET  
As of December 31, 2014

ASSETS

CURRENT ASSETS	
Cash	\$ 239,383
Accounts receivable	1,233,666
TOTAL CURRENT ASSETS	1,473,049
PROPERTY AND EQUIPMENT, NET	<u>133,291</u>
OTHER ASSETS	
Deferred Income Tax Benefit	<u>314,926</u>
TOTAL OTHER ASSETS	<u>314,926</u>
TOTAL ASSETS	<u><u>\$ 1,921,265</u></u>

LIABILITIES AND STOCKHOLDER'S EQUITY

CURRENT LIABILITIES	
Accounts payable	\$ 20,781
Accrued liabilities	1,124,832
Note payable - current portion	<u>245,699</u>
TOTAL CURRENT LIABILITIES	<u>1,391,311</u>
LONG-TERM LIABILITIES	
Due to officer	502,225
Deferred compensation	200,863
TOTAL LONG-TERM LIABILITIES	<u>703,088</u>
TOTAL LIABILITIES	<u>2,094,399</u>
STOCKHOLDER'S EQUITY	
Common stock; \$1 par value; 100 shares authorized, issued, and outstanding	100
Additional paid-in capital	400,803
Retained Earnings	<u>(574,037)</u>
TOTAL STOCKHOLDERS' EQUITY	<u>(173,134)</u>
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	<u><u>\$ 1,921,265</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
STATEMENTS OF INCOME  
For the period Ended December 31, 2014

REVENUES	
Medicare reimbursements, net	\$ 3,346,105
Commercial services, net	1,211,201
Private care, net	<u>885,993</u>
TOTAL REVENUES	5,443,299
COST OF REVENUES	<u>(2,873,578)</u>
GROSS PROFIT	2,569,720
OPERATING EXPENSES	
Selling	30,856
General and administrative	<u>2,758,922</u>
TOTAL OPERATING EXPENSES	<u>2,789,778</u>
INCOME FROM OPERATIONS	(220,058)
OTHER REVENUES	
Refunds	<u>2,199</u>
OTHER EXPENSES	
Interest expense	<u>(51,013)</u>
NET INCOME BEFORE INCOME TAXES	(268,872)
INCOME TAX BENEFIT	<u>46,887</u>
NET INCOME	<u><u>\$ (221,985)</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
STATEMENT OF CASH FLOWS  
For the Period Ended December 31, 2014

CASH FLOWS FROM OPERATING ACTIVITIES	
Net income	\$ (221,985)
Adjustments to reconcile net income to net cash used by operating activities	
Depreciation	23,634
Change in operating assets and liabilities	
(Increase) decrease in operating assets	
Accounts receivable	(21,216)
Deferred Income Tax	(46,887)
Increase (decrease) in operating liabilities	
Accounts payable	(1,224)
Accrued liabilities	442,207
NET CASH PROVIDED FROM OPERATING ACTIVITIES	<u>174,529</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Acquisition of inventory asset	<u>-</u>
NET CASH USED BY INVESTING ACTIVITIES	<u>-</u>
CASH FLOWS FROM FINANCING ACTIVITIES	
Principal repayments on note payable	(139,508)
Deferred Compensation - Owners	(7,271)
Prior Period Adjustment	<u>(52)</u>
NET CASH USED BY FINANCING ACTIVITIES	<u>(146,831)</u>
NET INCREASE IN CASH	27,698
CASH AT BEGINNING OF YEAR	<u>211,685</u>
CASH AT END OF YEAR	<u><u>\$ 239,383</u></u>

P-B HEALTH HOME CARE AGENCY, INC  
STATEMENT OF CHANGES IN STOCKHOLDER'S DEFICIT  
For the Period Ended December 31, 2014

COMMON STOCK	
Balance at beginning and end of year	<u>\$ 100</u>
Balance at end of year	<u><u>100</u></u>
ADDITIONAL PAID-IN CAPITAL	
Balance at beginning of year	<u>400,803</u>
Balance at end of year	<u><u>400,803</u></u>
ACCUMULATED DEFICIT	
Balance at beginning of year	
As previously stated	(352,000)
Prior period adjustment	<u>(52)</u>
Balance at beginning of year, as restated	(352,052)
Net income for the year	<u>(221,985)</u>
Balance at end of year	<u><u>\$ (574,037)</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
COST OF REVENUES  
For the Period Ended December 31, 2014

**Cost of Revenue**

Salaries and wages	\$ 3,684,589
G&A Salaries	<u>(1,575,414)</u>
Direct Salaries	2,109,175
Payroll taxes	316,132
G&A Payroll taxes	<u>(130,351)</u>
Direct Payroll taxes	185,782
Employee benefits	120,198
G&A Employee benefits	<u>(55,655)</u>
Direct Employee Benefits	64,543
Contracted services	421,777
Medical supplies	69,058
Training and Professional Development	<u>23,243</u>
	<u><u>\$ 2,873,578</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
GENERAL ADMINISTRATIVE EXPENSES  
For the Period Ended December 31, 2014

**General & Administrative expenses**

G&A Salaries	\$ 1,575,414
G&A Payroll Taxes	130,351
G&A employee benefits	55,655
Rent and Utilities	186,848
Communication	167,184
Professional fees	23,607
Miscellaneous	115,599
Insurance	90,291
Equipment lease	64,870
Recruitment	7,057
Automobile	43,795
Repairs and Maintenance	42,144
Personal Property Taxes	32,393
Depreciation	23,634
Due and subscriptions	24,001
Printing & Production	12,005
Meetings	3,123
Postage & Delivery	6,039
Licenses & permits	9,939
Bank Fees	<u>2,779</u>
	<u>\$ 2,758,922</u>

P-B Health Home Care Agency, Inc.

**Financial Statements and Independent Accountants' Compilation Report**

**For the year ended December 31, 2015**



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# **MOSES ALADE & Associates**

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## **CERTIFIED PUBLIC ACCOUNTANTS**

### **INDEPENDENT ACCOUNTANTS' COMPILATION REPORT**

To Management  
P-B Health Home Care Agency, Inc.  
Baltimore, MD

Management is responsible for the accompanying financial statements of P-B Health Home Care Agency, Inc. (a corporation), which comprise the balance sheet as of December 31, 2015, and the related statements of income, changes in stockholders equity, and cash flows for the year then ended in accordance with principles generally accepted in the United States of America. We have performed compilation engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance of these financial statements.

Management has elected to omit substantially all of the disclosures ordinarily included in financial statements prepared in accordance with the accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Company's assets, liabilities, equity, revenue, and expenses. Accordingly, the financial statements are not designed for those who are not informed about such matters.

*Moses Alade & Associates*

Moses Alade & Associates

July 6, 2017

P-B HEALTH HOME CARE AGENCY, INC  
BALANCE SHEET  
As of December 31, 2015

ASSETS

CURRENT ASSETS	
Cash	\$ 291,966
Accounts receivable	1,593,666
TOTAL CURRENT ASSETS	1,885,632
PROPERTY AND EQUIPMENT, NET	<u>109,901</u>
OTHER ASSETS	
Deferred Income Tax Benefit	<u>211,265</u>
TOTAL OTHER ASSETS	<u>211,265</u>
TOTAL ASSETS	<u><u>\$ 2,206,798</u></u>

LIABILITIES AND STOCKHOLDER'S EQUITY

CURRENT LIABILITIES	
Accounts payable	\$ 38,720
Accrued liabilities	1,198,548
Note payable - current portion	<u>173,116</u>
TOTAL CURRENT LIABILITIES	<u>1,410,383</u>
LONG-TERM LIABILITIES	
Due to officer	502,225
Deferred compensation	158,909
TOTAL LONG-TERM LIABILITIES	<u>661,134</u>
TOTAL LIABILITIES	<u>2,071,517</u>
STOCKHOLDER'S EQUITY	
Common stock; \$1 par value; 100 shares authorized, issued, and outstanding	100
Additional paid-in capital	400,803
Retained Earnings	<u>(265,622)</u>
TOTAL STOCKHOLDERS' EQUITY	<u>135,281</u>
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	<u><u>\$ 2,206,798</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
STATEMENTS OF INCOME  
For the period Ended December 31, 2015

REVENUES	
Medicare reimbursements, net	\$ 4,571,937
Commercial services, net	1,279,251
Private care, net	<u>1,006,246</u>
 TOTAL REVENUES	 6,857,433
 COST OF REVENUES	 <u>(3,051,966)</u>
 GROSS PROFIT	 3,805,468
 OPERATING EXPENSES	
Selling	21,330
General and administrative	<u>3,322,171</u>
 TOTAL OPERATING EXPENSES	 <u>3,343,502</u>
 INCOME FROM OPERATIONS	 461,966
 OTHER REVENUES	
Refunds	<u>1,214</u>
 OTHER EXPENSES	
Interest expense	<u>(51,104)</u>
 NET INCOME BEFORE INCOME TAXES	 412,076
 INCOME TAX EXPENSE	 <u>(103,661)</u>
 NET INCOME	 <u><u>\$ 308,415</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
STATEMENT OF CASH FLOWS  
For the Period Ended December 31, 2015

CASH FLOWS FROM OPERATING ACTIVITIES	
Net income	\$ 308,415
Adjustments to reconcile net income to net cash used by operating activities	
Depreciation	23,390
Change in operating assets and liabilities	
(Increase) decrease in operating assets	
Accounts receivable	(360,000)
Deferred Income Tax	103,661
Increase (decrease) in operating liabilities	
Accounts payable	17,939
Accrued liabilities	73,716
NET CASH PROVIDED FROM OPERATING ACTIVITIES	<u>167,120</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
NET CASH USED BY INVESTING ACTIVITIES	<u>-</u>
CASH FLOWS FROM FINANCING ACTIVITIES	
Principal repayments on note payable	(72,583)
Deferred Compensation - Owners	<u>(41,954)</u>
NET CASH USED BY FINANCING ACTIVITIES	<u>(114,537)</u>
NET INCREASE IN CASH	52,583
CASH AT BEGINNING OF YEAR	<u>239,383</u>
CASH AT END OF YEAR	<u><u>\$ 291,966</u></u>

P-B HEALTH HOME CARE AGENCY, INC  
STATEMENT OF CHANGES IN STOCKHOLDER'S DEFICIT  
For the Period Ended December 31, 2015

<b>COMMON STOCK</b>	
Balance at beginning and end of year	<u>\$ 100</u>
Balance at end of year	<u><u>100</u></u>
<b>ADDITIONAL PAID-IN CAPITAL</b>	
Balance at beginning of year	<u>400,803</u>
Balance at end of year	<u><u>400,803</u></u>
<b>ACCUMULATED DEFICIT</b>	
Balance at beginning of year	
As previously stated	(574,037)
Balance at beginning of year, as restated	(574,037)
Net income for the year	<u>308,415</u>
Balance at end of year	<u><u>\$ (265,622)</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
COST OF REVENUES  
For the Period Ended December 31, 2015

**Cost of Revenue**

Salaries and wages	\$ 4,290,418
G&A Salaries	<u>(2,017,339)</u>
Direct Salaries	2,273,079
Payroll taxes	377,430
G&A Payroll taxes	<u>(163,395)</u>
Direct Payroll taxes	214,035
Employee benefits	115,097
G&A Employee benefits	<u>(57,477)</u>
Direct Employee Benefits	57,620
Contracted services	400,285
Medical supplies	73,241
Training and Professional Development	<u>33,705</u>
	<u>\$ 3,051,966</u>

P-B HEALTH HOME CARE AGENCY, INC.  
GENERAL&ADMINISTRATIVE EXPENSES  
For the Period Ended December 31, 2015

**General & Admisnitrative expenses**

G&A Salaries	\$ 2,017,339
G&A Payroll Taxes	163,395
G&A employee benefits	57,477
Rent and Utilities	186,912
Communication	183,202
Professional fees	66,198
Miscellaneous	117,969
Insurance	134,010
Equipment lease	56,523
Recruitment	6,887
Automobile	55,349
Repairs and Maintenance	39,894
Personal Property Taxes	16,715
Depreciation	23,390
Due and subscriptions	22,544
Printing & Production	10,776
Meetings	6,287
Postage & Delivery	5,626
Licenses & permits	7,261
Bank Fees	<u>2,220</u>
	<u>\$ 3,322,171</u>



P-B Health Home Care Agency, Inc.

**Financial Statements and Independent Accountants' Compilation Report**

**For the year ended December 31, 2016**

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# MOSES ALADE & Associates

## CERTIFIED PUBLIC ACCOUNTANTS

### INDEPENDENT ACCOUNTANTS' COMPILATION REPORT

To Management  
P-B Health Home Care Agency, Inc.  
Baltimore, MD

Management is responsible for the accompanying financial statements of P-B Health Home Care Agency, Inc. (a corporation), which comprise the balance sheet as of December 31, 2016, and the related statements of income, changes in stockholders equity, and cash flows for the year then ended in accordance with principles generally accepted in the United States of America. We have performed compilation engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance of these financial statements.

Management has elected to omit substantially all of the disclosures ordinarily included in financial statements prepared in accordance with the accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Company's assets, liabilities, equity, revenue, and expenses. Accordingly, the financial statements are not designed for those who are not informed about such matters.

*Moses Alade & Associates*

Moses Alade & Associates

July 6, 2017

P-B HEALTH HOME CARE AGENCY, INC  
BALANCE SHEET  
As of December 31, 2016

ASSETS

CURRENT ASSETS	
Cash	\$ 270,265
Accounts receivable	1,615,903
TOTAL CURRENT ASSETS	1,886,168
PROPERTY AND EQUIPMENT, NET	<u>119,761</u>
OTHER ASSETS	
Deferred Income Tax Benefit	235,874
Other	<u>666</u>
TOTAL OTHER ASSETS	<u>236,540</u>
TOTAL ASSETS	<u><u>\$ 2,242,469</u></u>

LIABILITIES AND STOCKHOLDER'S EQUITY

CURRENT LIABILITIES	
Accounts payable	\$ 11,020
Accrued liabilities	1,401,900
Note payable - current portion	<u>173,116</u>
TOTAL CURRENT LIABILITIES	<u>1,586,036</u>
LONG-TERM LIABILITIES	
Due to officer	502,225
Deferred compensation	112,847
TOTAL LONG-TERM LIABILITIES	<u>615,072</u>
TOTAL LIABILITIES	<u>2,201,107</u>
STOCKHOLDER'S EQUITY	
Common stock; \$1 par value; 100 shares authorized, issued, and outstanding	100
Additional paid-in capital	400,803
Retained Earnings	<u>(359,541)</u>
TOTAL STOCKHOLDERS' EQUITY	<u>41,362</u>
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	<u><u>\$ 2,242,469</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
STATEMENTS OF INCOME  
For the period ended December 31, 2016

REVENUES	
Medicare reimbursements, net	\$ 4,433,573
Commercial services, net	1,095,181
Private care, net	<u>758,171</u>
TOTAL REVENUES	6,286,924
COST OF REVENUES	<u>(2,888,198)</u>
GROSS PROFIT	3,398,726
OPERATING EXPENSES	
Selling	19,611
General and administrative	<u>3,460,715</u>
TOTAL OPERATING EXPENSES	<u>3,480,325</u>
INCOME FROM OPERATIONS	(81,599)
OTHER REVENUES	
Refunds	<u>14,496</u>
OTHER EXPENSES	
Interest expense	<u>(52,678)</u>
NET INCOME BEFORE INCOME TAXES	(119,780)
INCOME TAX BENEFIT	24,609
NET INCOME	<u><u>\$ (95,171)</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
STATEMENT OF CASH FLOWS  
For the Period Ended December 31, 2016

CASH FLOWS FROM OPERATING ACTIVITIES	
Net income	\$ (95,171)
Adjustments to reconcile net income to net cash used by operating activities	
Depreciation	27,401
Change in operating assets and liabilities	
(Increase) decrease in operating assets	
Accounts receivable	(22,237)
Deferred Tax Asset	(24,609)
Other Asset	(666)
Prior Period Adjustment	1,252
Increase (decrease) in operating liabilities	
Accounts payable	(27,699)
Accrued liabilities	203,352
NET CASH PROVIDED FROM OPERATING ACTIVITIES	<u>61,622</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Acquisition of property	<u>(37,262)</u>
NET CASH USED BY INVESTING ACTIVITIES	<u>(37,262)</u>
CASH FLOWS FROM FINANCING ACTIVITIES	
Deferred Compensation - Owners	<u>(46,062)</u>
NET CASH USED BY FINANCING ACTIVITIES	<u>(46,062)</u>
NET INCREASE IN CASH	(21,701)
CASH AT BEGINNING OF YEAR	<u>291,966</u>
CASH AT END OF YEAR	<u><u>\$ 270,264</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
STATEMENT OF CHANGES IN STOCKHOLDER'S DEFICIT  
For the Period Ended December 31, 2016

COMMON STOCK	
Balance at beginning and end of year	<u>\$ 100</u>
Balance at end of year	<u><u>100</u></u>
ADDITIONAL PAID-IN CAPITAL	
Balance at beginning of year	<u>400,803</u>
Balance at end of year	<u><u>400,803</u></u>
ACCUMULATED DEFICIT	
Balance at beginning of year	
As previously stated	(265,622)
Prior period adjustment	<u>1,252</u>
Balance at beginning of year, as restated	(264,370)
Net income for the year	<u>(95,171)</u>
Balance at end of year	<u><u>\$ (359,541)</u></u>

P-B HEALTH HOME CARE AGENCY, INC.  
COST OF REVENUES  
For the Period Ended December 31, 2016

	<u>12/31/2016</u>
<b>Cost of Revenue</b>	
Salaries and wages	\$ 4,231,312
G&A Salaries	<u>(2,165,502)</u>
Direct Salaries	2,065,809
Payroll taxes	370,224
G&A Payroll taxes	<u>(176,275)</u>
Direct Payroll taxes	193,949
Employee benefits	132,702
G&A Employee benefits	<u>(52,347)</u>
Direct Employee Benefits	80,355
Contracted services	433,214
Medical supplies	81,074
Training and Professional Development	<u>33,797</u>
	<u><u>\$ 2,888,198</u></u>



P-B HEALTH HOME CARE AGENCY, INC.  
GENERAL ADMINISTRATIVE EXPENSES  
For the Period Ended December 31, 2016

**General & Administrative expenses**

G&A Salaries	\$ 2,165,502
G&A Payroll Taxes	176,275
G&A employee benefits	52,347
Rent and Utilities	191,732
Communication	176,594
Professional fees	147,090
Miscellaneous	67,474
Insurance	128,903
Equipment lease	54,173
Recruitment	6,951
Automobile	68,943
Repairs and Maintenance	48,154
Personal Property Taxes	30,891
Depreciation	27,401
Due and subscriptions	20,128
Printing & Production	15,237
Meetings	4,773
Postage & Delivery	5,496
Supplies	63,001
Licenses & permits	5,706
Bank Fees	<u>3,943</u>
	 <u>\$ 3,460,715</u>

# **EXHIBIT 4**



26 N Court Street, Frederick, MD 21701  
Tel 301 698-7878  
Business Banking

June 12, 2017

Ms. Jackie Bailey, CEO  
P-B Health Home Care Agency Inc.  
2535 St Paul Street  
Baltimore, MD 21218

Dear Ms. Bailey,

It is M&T Bank's understanding that P-B Health Home Care Agency Inc. wishes to gain comfort from the Bank regarding its willingness to provide an operating line of credit for short term borrowing needs. Please be advised that the Bank would have great interest in providing an operating line of credit to P-B Health Home Care Agency Inc. Please note that this is not a formal credit commitment. Formal underwriting and final Bank approval is required prior to the issuance on any commitment letter or loan documents.

We greatly appreciate your business and look forward to helping you with the Agency's credit needs. Please do not hesitate to contact me if you have any questions or need further assistance with this banking matter.

Best regards,

A handwritten signature in black ink, appearing to read 'Austin L. Pearre'.

Austin L. Pearre  
Vice President  
Business Banking  
301-698-7834

# Englare, Inc.

May 26, 2017

Jackie D. Bailey, CEO  
P-B Health Home Care Agency, Inc.  
2535 Saint Paul Street  
Baltimore, Maryland 21218

Dear Jackie,

Englare, Inc is happy to announce that your request for a line of credit has been approved. This loan will be reflected as a priority lien on P-B Health's receivables. For our commitment to go ahead you must meet all of the terms and conditions attached to this cover and submit all documents within 90 days.

Our commitment is also subject to a final credit review and approval. Englare, Inc reserves the right to assess your credit, income, asset and receivable information at any time, and may cancel the commitment if there is a significant adverse change to your business circumstances. Englare, Inc may also cancel the commitment if information you have provided is found to be untrue or misleading.

If you have any questions or queries regarding anything enclosed, please contact me at (301) 442-4458.

LOAN AMOUNT: \$500,000

TERM OF LOAN: 60 MONTHS

Sincerely,



Hilton H Augustine, Jr., CEO

# **EXHIBIT 5**

# TED PAYTON REALTY

14607 HENDERSON CHAPEL LN, BOWIE, MARYLAND 20720

TedPaytonRealty@gmail.com

301-257-1835 office

June 12, 2017

Jackie Bailey

Chief Executive Officer/ President CEO

P-B Health Home Care Agency, Inc.

2535 Saint Paul Street

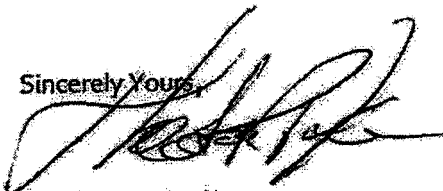
Baltimore, Maryland 21218

Dear Ms. Bailey,

This letter is to advise you of the equity in your six properties located on Saint Paul Street at 2527, 2529, 2531, 2533, and the double building at 2535-2537 in Baltimore, Maryland. We can also advise you that we are familiar with these assets held under Bailey & Associates, a company with the identical ownership to P-B Health Home Care Agency, Inc. and is its landlord. We can further advise that the aforementioned properties would have an appraised value of approximately \$1,100,000.00 market value. The total mortgage for all buildings is \$678,700.14 as of June 12<sup>th</sup> 2017, leaving substantial equity of \$421,299.86 to you the owners.

If you need further explanation, contact me at (301) 257-1835 or [TedPaytonRealty@gmail.com](mailto:TedPaytonRealty@gmail.com).

Sincerely Yours,



Ted Payton, Broker

Ted Payton Realty

# **EXHIBIT 6**

SHIRLEY NATHAN-PULLIAM  
*Legislative District 44*  
Baltimore City and Baltimore County

Education, Health, and  
Environmental Affairs Committee



THE SENATE OF MARYLAND  
ANNAPOLIS, MARYLAND 21401

*Annapolis Office*  
James Senate Office Building  
11 Bladen Street, Room 304  
Annapolis, Maryland 21401  
410-841-3612 • 301-858-3612  
800-492-7122 Ext. 3612  
Fax 410-841-3613 • 301-858-3613  
Shirley.Nathan.Pulliam@senate.state.md.us

*District Office*  
4200 Edmondson Avenue, Suite 103  
Baltimore, Maryland 21229  
410-947-7050 • Fax 410-947-7052

July 17, 2017

Mr. Kevin McDonald  
Chief Certificate of Need Division  
4160 Patterson Avenue  
Baltimore, Maryland 21215

Dear Mr. McDonald:

I am writing in support of P-B Health Home Care Agency, Inc. and its application for licensure to provide Hospice care services in Baltimore City and Prince Georges County, Maryland.

P-B Health have been working in the Baltimore Metropolitan and surrounding counties communities for well over 25 years providing home health care services to many of Maryland's poor, chronically ill, elderly and/or handicapped. They have created employment opportunities for over 150 Baltimoreans that work as care providers and administrators. Their goals are to continue providing the highest quality of health care possible, train volunteers and employees for many of the positions in health care, and assist Marylanders providing health care and comfort to their families as the population ages.

P-B Health proposes to expand its existing services to provide much needed hospice services to patients with terminal diseases to help meet a portion of the unmet need in both jurisdictions.

As a registered nurse and a Maryland State Legislator I want to emphasize the importance of providing access to quality healthcare in order to reduce disparities among those in need of hospice care. P-B Health's record demonstrates its crucial role in servicing Baltimore City's underserved population. We need to expand both the mission and its services.

Sincerely,

A handwritten signature in cursive script that reads "Shirley Pulliam".

Shirley Nathan-Pulliam



To: Mr. Kevin McDonald  
Chief Certificate of Need Services  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, Maryland 21215


From: Ray H. Moseley  
10004 Village Green Drive  
Woodstock, Maryland 21163

Mr. Kevin McDonald:

It is my pleasure to recommend and support P-B Health Home Health Care Agency in its request to add Hospice services for Baltimore City and Prince Georges County, Maryland. I have personally witnessed the excellent home health care services provided by P-B Health in the Baltimore Metropolitan and surrounding counties communities for over 25 years.

Based on a track record of providing outstanding home health and medical services, it is my firm belief that P-B Health will provide quality hospice care services in the home.

Lastly, as a minority-owned business, P-B Health continues to provide employment opportunities for over 150 Baltimoreans. P-B Health also provides community programs and supports many non-profit community associations and community events.

Sincerely,  
  
Ray H. Moseley  
443-956-8956

Cc: Jackie Bailey, BSN, MBA, CEO  
Lena Woody, Special Projects Manager

**Sally Staehle  
2411 Pelham Ave  
Baltimore, Maryland 21213**

Mr. Kevin Mc Donald, Chief  
Certificate of Needs Services  
4160 Patterson Ave  
Baltimore, Maryland 21215

July 24, 2017

Dear Mr. Mc Donald,

For 27 years P-B Health Home Care Agency has been serving the in-home health care needs in Baltimore City and surrounding counties. Over a quarter of a century ago the Agency found its roots in the community while providing home care to the chronically underserved. Without advertising and through word of mouth this community based agency took root and formed a bond with its constituents. Today the Agency provides Health Care services to 300 patients daily and provides employment in the health care field to 150 workers.

To be responsive to the entire spectrum of community needs, P-B seeks licensure for Hospice Care in Baltimore City and Prince Georges County. Offering this service will allow patients to receive end-of-life care in the comfort of their own home while surrounded by loved ones. Hospice services reduce the need for dying patients to languish in facilities. In addition to providing this option for those that desire it, hospice care is financially desirable since home care is less expensive than facility care and very often preferred by patients.

Specifically, in West Baltimore, P-B Health Home Care (and Hospice) Services will be added to the Greater Rosemont Model Green Communities Resource Center. This resource center is being developed to help identify and deliver services needed by people in Greater Rosemont of West Baltimore. As many are aware, West Baltimore has a high concentration of citizens living below the poverty level and who are not connected to needed services. P-B Health will be added to the service list along with information regarding how to access those services. Please help make Hospice Care more available through P-B Health. They have the roots in the community to do this.

Sincerely,

Sally Staehle  
Baltimore City Community Member

cc: Jackie Bailey BSN, MBA, CEO  
Lena Woody Manager of Special Projects

**Lenox S. Dingle, Jr., M.D.**



8006 Pink Azalea Court • Windsor Mill, MD 21244 • Phone: 410-922-8491 • Mobile: 410-802-5058  
E-Mail: lsdinglc@gmail.com

July 17, 2017

Maryland Health Care Commission  
Attention: Mr. Kevin McDonald  
Chief, Certificate of Need Division  
4160 Patterson Avenue  
Baltimore, MD 21215

Subject: Letter of Support for P-B Health Home Health Care Agency

Dear Mr. McDonald

More than 25 years ago, as then-president of the Monumental City Medical Society, I wrote a letter lending our society's support for P-B Health's application for certification as a home health agency in the State of Maryland. We understood the pressing need for providing these vital services to the underserved - and largely avoided - African American population in our communities. We were attracted to their goals to provide the highest quality of health care possible and, while doing so, train and provide volunteers/employment for as many people needed to achieve that goal.

In the many years since, P-B Health has demonstrated a trajectory of growth and infrastructure development, has stayed true to its original mission of excellent care, and has more than fulfilled the promises made to us then. The addition of hospice and terminal care services is a logical extension to the home health services already being so ably provided; and the need for such services, in an increasingly aging population, is clear.

It is for these reasons that I give my unqualified support for the granting of a Certificate of Need for providing hospice services to the Baltimore City and Prince Georges County, Maryland communities.

Thank you for your kind consideration.

Sincerely,

Lenox S. Dingle, Jr., M.D.

Past President, Monumental City Medical Society, Inc.

Cc. Mrs. Jackie Bailey, CEO P-B Health Home Health Care Agency

July 20, 2017

Elizabeth F. Johnson, D.S.W., J.D  
10538 Green Mountain Circle  
Columbia, Maryland 21044

Mr. Kevin McDonald  
Chief, Certificate of Need Division  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, Maryland 21215

Re: P-B Health Home Care Agency  
2535 St. Paul Street  
Baltimore, Maryland 21218

Dear Mr. McDonald:

I am pleased to submit this letter of support for the P-B Health Home Care Agency who is seeking a licensure to expand its services to a Hospice Agency in Prince Georges County and Baltimore City, Maryland. This support is based on personal knowledge of/and personal experiences with the agency.

Since 2011, I have called upon the P-B Health Home Care Agency on three separate occasions to provide me with home health care services. The fact that I called upon them on three (3) separate occasions confirms my appreciation for and satisfaction with the care provided me. I have, also, referred other friends and acquaintance to the agency. All of whom have been highly satisfied with the performance and professionalism of the staff assigned.

I became aware of Mrs. Bailey and her agency in 2002. As the President of the Baltimore Chapter, Zeta Phi Beta Sorority, Incorporated, we awarded her the Finer Womanhood Award in Business. Several years later we awarded her the Chapter's Humanitarian Award. I have also been aware of other business/professional organizations that have recognized the quality of P-B Health Home Care Agency's service to the community.

Over the years, I have been aware of the quality of home care services the agency has extended to the handicapped, the elderly, and the chronically ill people – like me. I am eighty-nine (89) years old, handicapped, and ill with chronic lymphocytic leukemia (CLL).

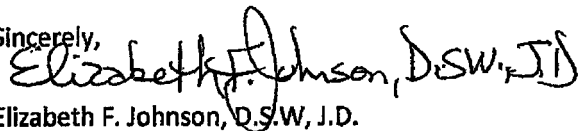
The fact that P-B Health has been working successfully and continuously for a quarter of a century without advertising is indicative of the quality of care it provides.

As an African-American business, it has created employment opportunities for members of all races and ethnic groups; provided training for persons interested in the Health Care field; and has been a source of comfort and care for families in the community.

I, therefore ask your affirmative response to the P-B Health Home Care Agency's request for a Certificate of Need to expand their services to the communities. Such expansion means informing the public about the positive benefits of receiving Hospice care in the home versus languishing in the hospital at the end of life stages. I believe such home health care will greatly reduce the costs associated with hospital hospice care. It will also generate more employment and training opportunities within the communities.

If you need to contact me for additional information, I can be reached at my home at 410-997-7708.

Sincerely,

  
Elizabeth F. Johnson, D.S.W., J.D.

Current member Baltimore City Commission on Aging

Current member Maryland Legislative Agenda for Women

Current National Officer, Zeta Phi Beta Sorority, Incorporated

Current Secretary Board of Trustees, Myrtle Tyler Faithful Fund, Incorporated  
(A501 c (3) organization)

Current member National Coalition of 100 Black Women

Cc: Jackie Bailey, BSN, MBA, CEO

Lena Woody, P-B Health Care Services

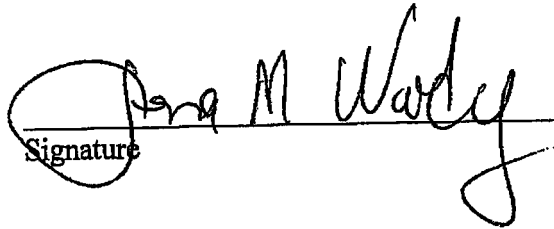
# **EXHIBIT 7**

I hereby declare and affirm under the penalties of perjury that the facts stated in this CON application modification and its attachments are true and correct to the best of my knowledge, information, and belief.

Jackie Bailey  
Signature

7-21-17  
Date

I hereby declare and affirm under the penalties of perjury that the facts stated in this CON application modification and its attachments are true and correct to the best of my knowledge, information, and belief.

\_\_\_\_\_  
Signature

7-21-2017  
Date



I hereby declare and affirm under the penalties of perjury that the facts stated in this CON application modification and its attachments are true and correct to the best of my knowledge, information, and belief.

  
Signature

7-21-2017  
Date